

Pathfinder Project Case Studies

The search for Productivity Drivers

The Project



Goals

- Provide Guidance on how to lift Productivity
- Recommend follow-up activities

Areas of Focus

- Relationships
- Construction Delivery
- Procurement
- Technologies
- Specific practices to drive out inefficiency and waste

Analysis

- Qualitative: 30 interviews, 22 areas of focus
- Quantitative: KPI data collected on 14 Outcomes

The Project



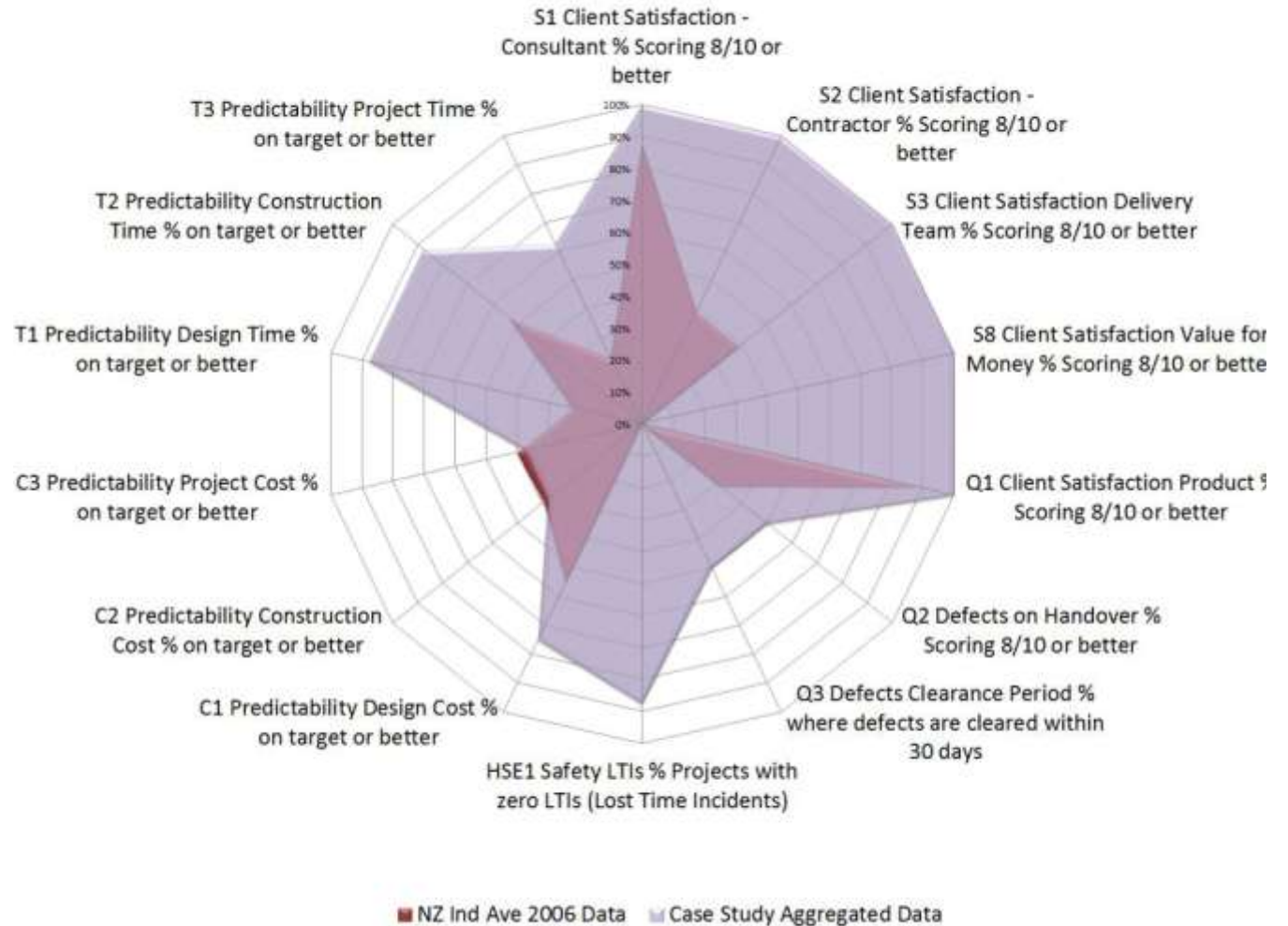
Twelve Successful Projects

- NZDF Training Facility
- Auckland Zoo
- Albany High School
- Middlemore Hospital
- BRANZ Redevelopment
- Central Connector
- Te Kura Kaupapa
- Palmerston North Clock Tower
- Wellington Sports Centre
- Fulton Hogan Reseal /Paving Supply Chain Programme
- NZTA 3 Generations of Alliance
- Stanley Group (University Hall)

Benchmark Results



Significant Performance uplifts compared to NZ Industry 2006



CCG National KPIs

% Projects Performing...

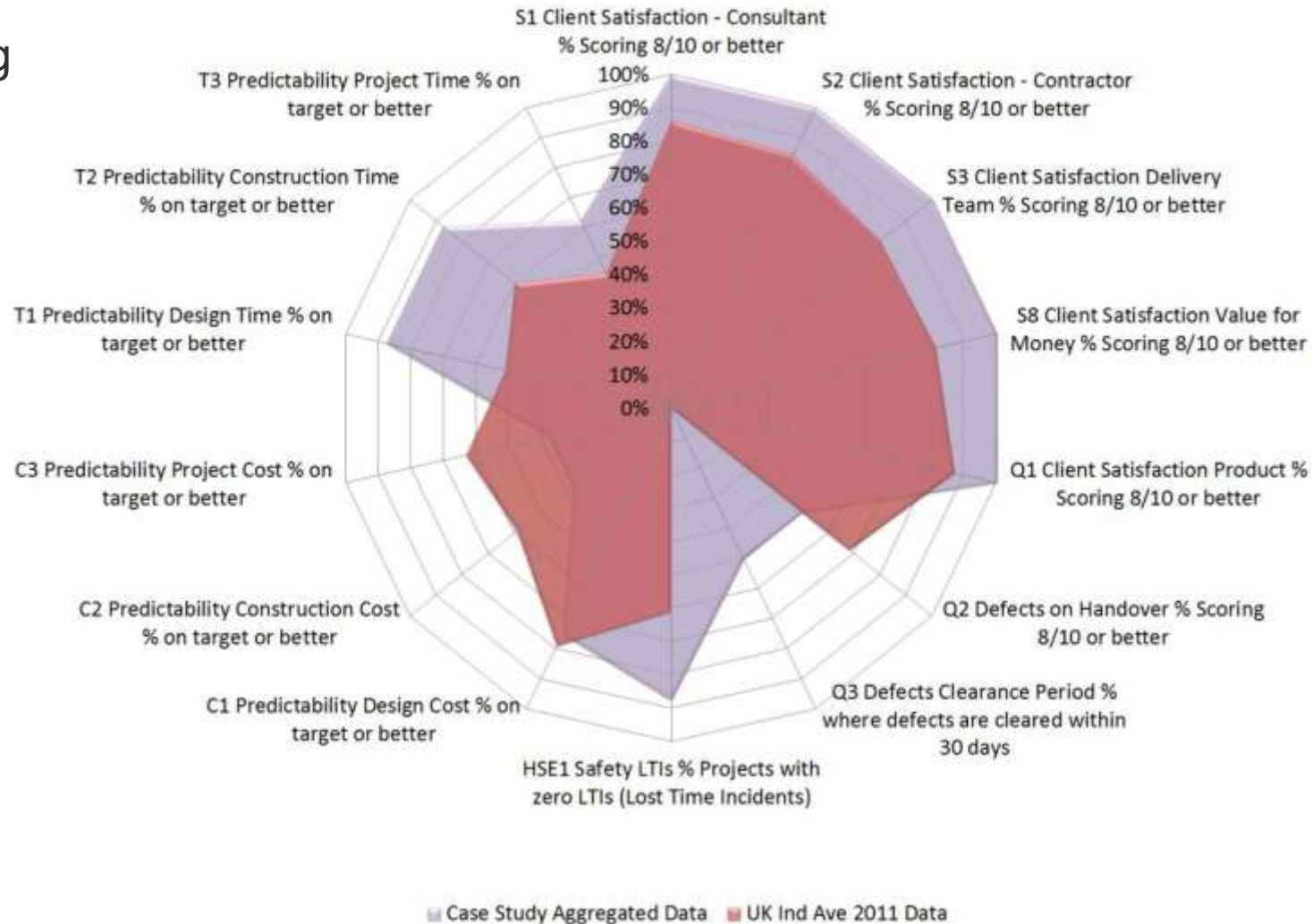


KPI Suite	KPI	Measure - % Projects	CCG	UK	
			Score 2011 Data	NZ Score 2006 Data	Score 2011 Data
SATISFACTION	S1 Client Satisfaction - Consultant	% Scoring 8/10 or better	65%	88%	86%
	S2 Client Satisfaction - Contractor	% Scoring 8/10 or better	66%	39%	84%
	S6 Client Satisfaction Use Contractor Again?	% Scoring 8/10 or better	79%	n/a	n/a
	S7 Client Satisfaction Value for Money	% Scoring 8/10 or better	75%	n/a	n/a
QUALITY	Q1 Client Satisfaction Product	% Scoring 8/10 or better	79%	88%	86%
	Q2 Impact of Defects on Handover	% Scoring 8/10 or better	72%	31%	77%
	Q3 Defects Clearance Period	% where defects are cleared within 14 days	60%	n/a	n/a
SAFETY	HSE1 Safety LTIs	% Projects with zero LTIs (Lost Time Incidents)	77%	33%*	63%
COST	C1 Predictability Design Cost	% on target or better	81%	55%	79%
	C2 Predictability Construction Cost	% on target or better	53%	39%	59%
	C3 Predictability Project Cost	% on target or better	42%	40%	63%
TIME	T1 Predictability Design Time	% on target or better	72%	22%	51%
	T2 Predictability Construction Time	% on target or better	65%	53%	60%
	T3 Predictability Project Time	% on target or better	47%	23%	45%

Benchmark Results



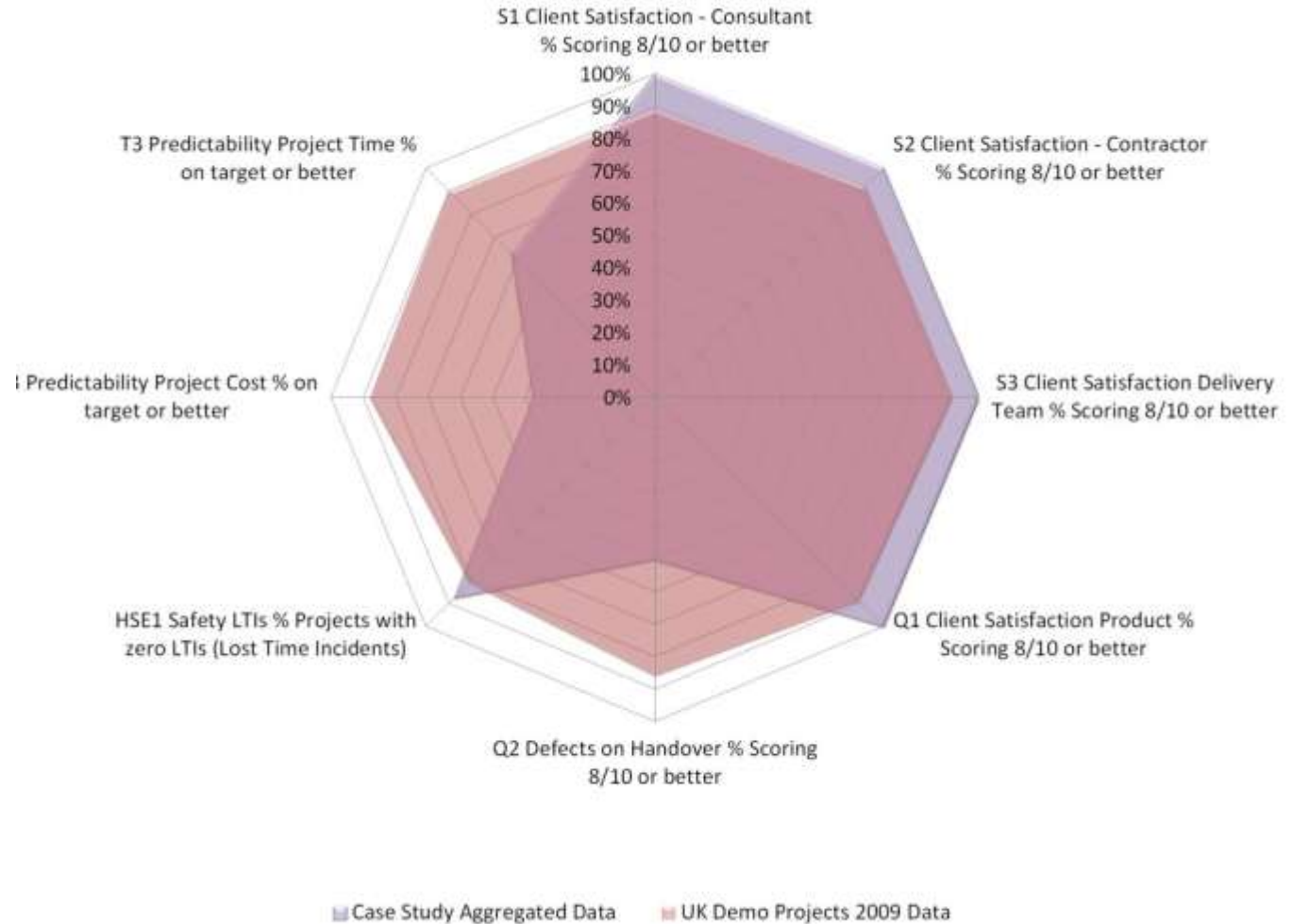
Many KPIs
outperforming
UK Industry
2011 but....



Benchmark Results

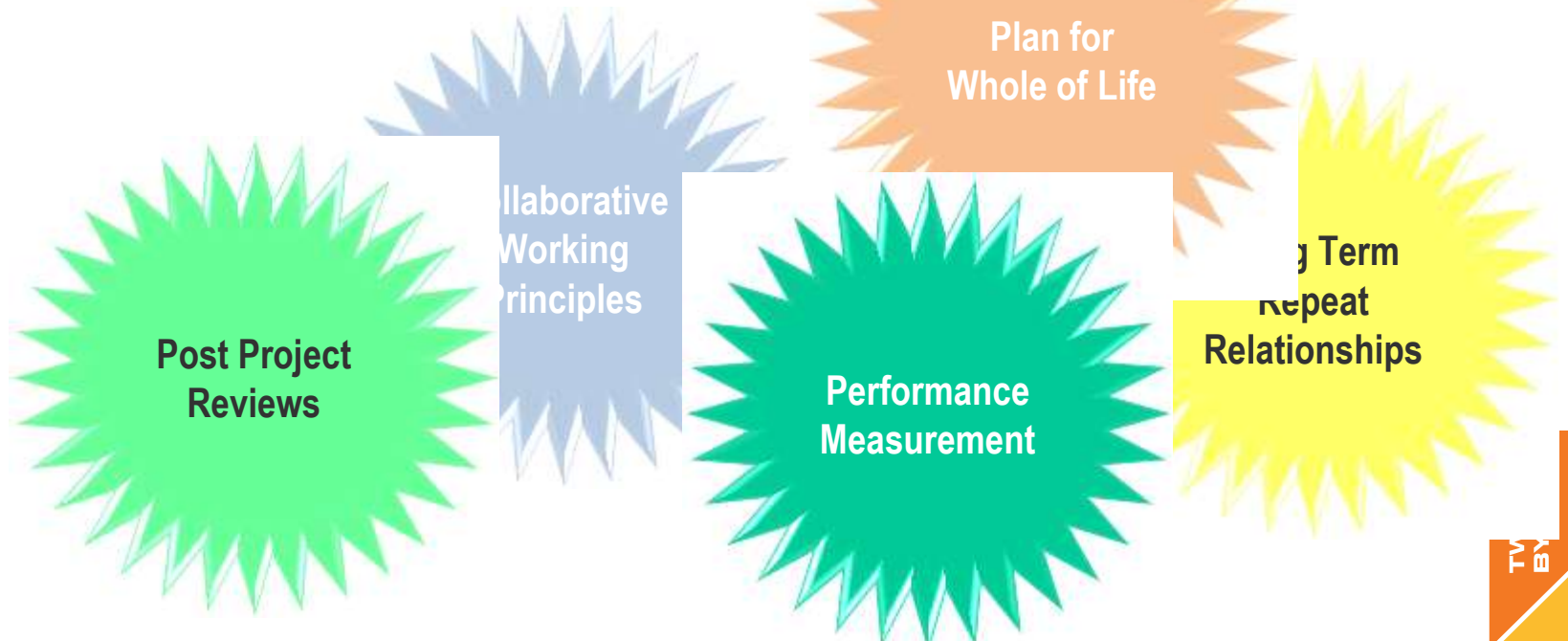


....Some way to go to beat UK Demonstration Projects 2009



The Search for Productivity Drivers

- Some 80 Drivers of Productivity Discovered
 - Two thirds Positive
 - One third Negative
- Some highlights...
 - The makings of a recipe for success....



Conclusions & Recommendations



What the industry can do now...

Client Leadership

- 'Share the Vision, make the team feel special'

Procurement

- 'Buy your team before you feel your building coming on'

Defining the Project for Success

- 'Recognise the productivity of the Whole Life of the PRODUCT'
- 'Build in Planning time for the Production Team'

Culture

- 'Build a simple Charter of behaviours around Collaboration for the WHOLE team'

Managing Performance

- 'Do it!'
- 'Weigh the Pig - Measure hard, soft, lead, lag – JDI'
- 'Fatten the Pig, ensure off-line Continuous Improvement process is in place'

Closing Out the Project

- 'Plan to debrief the team for the next project and keep fattening that Pig'



A Framework for implementing Drivers of Productivity

